

HOW TO PROMOTE AND ENHANCE COMMUNICATION BETWEEN A BIG
RETAILER'S AFTER-SALES DEPARTMENT AND ITS SUPPLIERS?

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Abstract

W is the biggest electronic goods retailer in Portugal accounting with almost fifty percent of market share in its area. During the last years, many small W suppliers had to close their doors, and many others are in huge troubles. Among the reason for this situation, the huge bargaining power of W in the relationship seems crucial. The focus of the directed research will be in the after sales department where I did an internship from September 2014 to January 2015.

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Introduction

In the last thirty years there has been a strong shift in the way companies are willing to achieve supply chain excellence, from a cost reduction view, to the ambition of reaching strong competitive advantage to face competitors (Kumar, Subburethina Bharathi, 2010). In fact, strategic alliances between retailers and its suppliers is a theme that has been intensively studied during last years as an important framework for value creation. It is defended by many authors that to create strong relationships between both parts there is a need to work and cooperate with the same set of goals, where information flows very easily from down to upstream, and customer service is at the edge of all negotiations. Therefore the development of a strong SCM¹ is essential to create effective coordination between entities involved in the supply chain²

As technology is evolving, customers have easier access to information about products and services, and therefore there is a need for retailers to be much better prepared to solve problems and doubts that may arise from consumers during their after sale experience. Here, it is important to refer that the customer is the one that buys the product, and the consumer the one using it, for an after-sales department it is in fact very important to clearly make this differentiation.

In this sense, the relationship created with suppliers is essential to define the objective needed to satisfy final consumer's needs. In this context, suppliers can be described as brands or companies that have a relation with the after-sales department, made

¹ "SCM (Supply Chain Management) is a large network of suppliers, factories, warehouses, distribution centres and retailers, through which raw materials are sourced processed and delivered to the customer", (N.Senthil Kumar, P.Subburethina Bharathi, 2010, in *Continuous supply chain collaboration*).

² "Process which integrates, coordinates and controls the movement of goods, materials and information from a supplier through a series of customers to the final customer" (Stuart Emmett in *Excellence in supply chain management*)

through a contract³ that stipulates different agreements to treat different type of products, that are returned to the store after the customer's purchase.

Due to confidential reasons, the name of the retailer can't be used, and therefore the letter W will substitute it, with the purpose of easily identifying the retailer during the reading. For this same reason, some numbers may not be the real ones; nevertheless, assumptions are made as if they were.

Problem Definition

Born in 1959, in the city of Porto, Sonae Group is nowadays one of the biggest umbrella corporations in Portugal, with presence in more than 60 countries worldwide and gross sales of 4,8 B euros in 2013. With about forty thousand employees, the company is divided in retail (food and non-food) which are the core businesses (Sonae MC and Sonae SR) and two partnerships in the shopping mall and telecommunications sectors (Sonae Sierra and SONAECOM). There is also a company fully dedicated on the management of properties, Sonae RP, and finally some active investments in the fields of tourism, energy and other financial investments.

Context

In this project, the main focus will be in Sonae SR, Electronics Division, more specifically: the SPV (*Serviço Pós-Venda* - Customer Service). In the appendix 6 we can see the organigram of the SPV department, in which the main focus will occur in the repair unit. The after-sales department of a retailer is the one in charge of receiving products and complaints from customers or consumers at the time these products are already sold. Its main goal is to provide the customer with efficient

³ “An agreement creating obligations enforceable by law” (*Cornell University of Law*)

solutions when there is a query. If we take into consideration the final customer's point of view, this department is very important to satisfy its needs and doubts, but also to spread good image about supplier's brands.

The big difference between the commercial department and the after-sales' is that the last one makes the customers loyal to the brand, instead of attracting new ones.

The after-sales department is responsible for having a solution to all articles that for any reason came back to the store or had to be collected from customers' house, by W technicians.

Article's process

In what concerns the article's process, the BPM system is used to describe every action made from the creation of a new process for any article. This informatics system is a huge database, where all parties involved in the repair process have to update information complying with specific deadlines. The W back office personnel, who are the main controllers of the BPM, are also the people responsible for attributing debit responsibilities in case there is a breach in time from any entity.

With a huge number of suppliers, W's after-sales has four different types of articles' classification, and many different conditions that are making the repair process very complex, and sometimes unachievable due to eventual human or system errors. There is a first pre-selection of articles depending on their physical size: the "*Oficina*" and the "*Domicílios*". The first family gathers all articles that in general have small or medium size, can be carried on by our clients, and if there is any problem with them they should be brought to the store directly by the clients. The second family are the "*Domicílios*", which are normally big sized articles, need to be carefully transported and as the name says these are articles that normally stay at home permanently. Then we have the "*Troca Direta*" which means direct exchange, which is a special

agreement with suppliers in products with a certain cost. If these products have any problem detected by customers, should be automatically changed by a new one since their low value is considered to be lower than sending it to the repair. The last type of article is the DOA “Death On Arrival”, and, as the name says, it is any article that come to the store with any physical problem, and this problem can be either noticed by the store collaborators or by the final customer in the first thirty days after the purchase. (appendix 7)

Supplier’s process

Relationship

One of the main concerns of W in this “repairs” unit is to be able to manage after-sales contracts, attributing debit responsibilities to suppliers, but also fight against their own lack of flexibility that is spoiling the relationships between both parties. In fact, as in almost every company, the bigger it gets, the harder it is to control a sprawling corporate business that has nearly 600 suppliers (the number is constantly evolving due to the crash of many small suppliers and emergence of new ones, almost every week) and 125 stores in Portuguese territory.

Also, due to a very strong market share of W in the electronic goods (about 42 % of total sales), its suppliers have very little bargaining power when taking decisions to negotiate the after-sales contract, and have to accept exigent conditions from the former. Another point is the fact that there is no internal communication about updated situation of suppliers, in a weekly/monthly basis, creating huge gaps in terms of information. This problem will not only have negative impact in terms of reducing workload, because of non-communication, but also on reducing mutual costs, that is the basis of Supply Chain Management.

Here, supply chain collaboration is vital for the business, to facilitate communication and information flow between all parts involved in this final phase of the product lifecycle. “Collaboration must be defined as a firm’s culture of working together with other firms towards a common set of goals that bring mutual benefits to a partnering relationship” (Min et al. 2005). With a collaborative perspective, and in order to enhance value and reduce internal operational costs, W outsourced a contact center that is responsible for a big part of customer’s assistance but also internal workload reduction. This company is not only responsible for all the processes that are not core activities in this unit, for instance phone contact with technicians, but it also has the ability to guarantee customer satisfaction, with a “redline” telephone number that takes care of those customers that are in-store, about to complain.

Suppliers ‘Complaints

In this department, it is all about processes, and the main complaints from suppliers have to do with misunderstandings of the situations, and lack of inputs to produce outputs correctly. In this sense, a huge part of suppliers have many problems in solving situations since they don’t have any decisional power due to a lack of co-operation, therefore collaboration gets useless. Another big problem that could explain in part these complaints is the fact that W doesn’t have the suppliers segmented by importance, and therefore it is not understood by the after-sales which are the key suppliers: “key suppliers are assets of strategic importance to the buying company which need careful nurturing to extract its full value” (Day et al, 2013), “Capturing opportunities requires close cooperation with key suppliers. Looking at supplier relationships from an opportunity perspective is to a considerable extent in line with the notion of network pictures and the development of such pictures and

stresses the strategic view required in KSM.(Key Supplier Management)” (Holmen et al.,2013).

Finally we can say that another huge matter for both W and supplier is the fact that because many processes are not completed in time, a lot of extra workload has to be done to solve problems that accumulate over months.

Challenge

The choice of this Directed Research Internship was totally personal and the main reason is my bigger interest in practical situations rather than theoretic ones.

The main challenge of this internship was to understand the processes and the existing relationship between W and its suppliers, to find a way to promote and potentiate this relationship for the long term. For instance, a big issue to be solved was the fact that suppliers have had many difficulties to expose their constraints and non-capacities to overcome their problems with W, many times because of a lack of communication and collaboration.

My goal was to combine theory with company daily difficulties as an input to implement a new approach on how to facilitate and improve the relationship of W with its suppliers. Furthermore, instead of reshaping the negotiation between W and its suppliers, the main idea was to minimize problems that arise month after month, and maximize supplier’s wealth.

Methodology

In this section it will be given a brief overview of the methodology followed in this research internship. Naturally, a project of this kind acknowledges a interpretative study of different scenarios. In fact, a interpretative paradigm assumes the comprehension and research about a situation, in this case the relationship of W with its suppliers, and therefore the interpretation of that situation by the person selected to develop it.

Starting from scratch, it was important to have a wide perspective of the company, to understand its culture, the mentality, and way of working inside the company. This is why during the first weeks I asked to view *in loco* different stores, either in front and back-office. It was crucial to understand the administrative workload behind the after-sales in-store, this means understanding how processes were carried out after the customer's complaint. These guided visits were also important to understand the quantity of human capital needed, and the efforts that has to be done to run these stores.

To extract and collect theory, many papers were carefully selected from online libraries in different universities. These papers were mainly related to supply chain management and suppliers 'relationship and collaboration. Also, some of the papers were interesting in terms of understanding from real-life examples some ideas that could be used in my recommendations. "*Excellence in Supply Chain Management*" written by Stuart Emmett was crucial to identify specific subjects and understand the dynamics in supply chain. In fact, this book was almost as a guide to understand many terms that were unknown to me before.

After having collected every theory linked to the main theme, the process of the repair unit in the after sales was studied, with main focus in the complaints from suppliers. In fact, after some meetings with different collaborators, that helped me to understand the process, I designed the suppliers 'complaint process and explained it. Nevertheless, a further analysis about the present situation of these processes was needed, and therefore I realized an interview to some key staff in the repair unit. The seven interviewees worked close to the brands, and are the ones in charge of the majority of the suppliers 'complaints. Even if the sample is small, the main goal was to understand the main idea that these collaborators had about debit notes that were sent to suppliers. Also, the goal was to test these collaborators' knowledge about these complaints situation and demand for some opinions to overcome problems that they consider of bigger importance.

Participant observation is considered to be of great relevance not only to collect data but also to gain better insight about new phenomena.⁴ Therefore, having had the opportunity to follow my boss allowed me to be present in important meetings with brand representatives. This was extremely important in order to hear from them the real existing problems, but also to have an internal view of W's after-sales positioning in relation to suppliers.

⁴ "Participant observation is accepted almost universally as the central and defining method in cultural anthropology but in the late twentieth and early twenty-first centuries has become common feature of qualitative research in a number of disciplines. ..." (Kathleen DeWalt, Billie DeWalt, in *Participant Observation: A guide for fieldworks* ,Second Edition)

Analysis

From the first weeks of internship in W's after-sales, it was possible to acknowledge some mistakes that had been done in relation to suppliers. Firstly, the management of contracts⁵ has not been carried as it should since most of them were missing and another big part was not actualized. The fact contracts are not signed may cause huge information gaps internally, at the time collaborators have to check conditions to solve different repair processes. Also, if there is any major problem in terms of values agreed between W and Suppliers, not having a signed contract may harm this relationship and cause a huge problem to assess the truth. Although some people defend that many negotiations were made with a "handshake" some years ago, nowadays it is critical to range contracts and check them at least once a year to see their validity.

In a business where the quantity of suppliers is huge and the contracts are very complex, there is a huge need to have all terms agreed between both parts in a very easy document to make the access to it the easiest possible. The different agreements made between the after-sales and its suppliers for the treatment of the four different categories of articles can sometimes be very difficult to consider by the collaborators, to evaluate the repair process. First of all, when the store opens a new process and the information given is not enough, or not clarified, the entity that receives the notification will probably be induced in error during the consideration of some articles. Also, the lack of training of in-store workers make them take decisions that sometimes don't match with what was agreed in the contract (e.g: substituting automatically a tablet just for customer satisfaction), and these decisions many times

⁵ "An agreement made between two or more parties which is enforceable by law to provide something in return for something in return for something else from a second party" (*cited by Dr. Emad Elbeltagi in Contract Strategy*)

create misunderstandings in the process since there is no clear reason for this to happen.

In order to understand how a normal repair process works, different designed processes are available in Appendixes 8, 9 and 10. In these processes warrantee and non-warrantee articles have different flows since they are carried through different steps.

Contracts'situation

Signed contracts are the physical evidence of the commercial relation between both supplier and W, and should therefore be considered important to enhance trust and reliability between both entities. “High trust relationships yield vital benefits for supply chain partners, including increased relationship satisfaction and enhanced firm performance” (Johnson, McCutcheon, Stuart & Kerwood, 2004).

In the after-sales, the management of contracts has been underestimated during the last years, and each time someone wants to get information about agreements, stipulated in the contract, it takes a lot of time, and usually there is no accurate and trustworthy data. The main reason for this to happen is that no one is responsible for the task of contract signature and uploading it in sharepoint⁶ system neither ranging the original one in the right place. With this said, after some research about contracts, only twenty percent of contracts are signed and organized in the right place. From this twenty percent most of them are not updated and therefore the signature date is sometimes very old; knowing that the majority of contracts are signed for a period of one or two years, it is useless to have these contracts uploaded if there is no compliance to it.

⁶ “SharePoint is a web application framework and platform developed by Microsoft. First launched in 2001, SharePoint integrates intranet, content management, and document management, but recent versions have broader capabilities”, Wikipedia 2014

Another huge problem is the fact that there is no information about suppliers that went bankrupt, or are no longer W suppliers. This information should be given by W's commercial department, and in a second phase updated by the after-sales in order to check more easily which articles belong to these suppliers, and what should be done with them. This subject appears to be important due to the fact that many times there is a repair process where the supplier is no longer active and therefore the repair assistance doesn't accept the article; in this case the process cannot assume the normal flow, and it remains a W after-sales responsibility. In this case articles go to W's warehouse, and stay there for long time since no one picks them, consuming money and space needed for other matters.

The elaboration of the contract itself is another issue that constantly jeopardizes the wealth of suppliers. In fact, the way contracts are written and designed, too complex, make the suppliers have the difficult task to get the main points and extract the most important information for their analysis. From the supplier's point of view, a lack of transparency in the contracts will obviously create suspicion, detrimental for the long-term negotiation and relationship. As example we can look at the difficulty and collaboration level of the relationship of W and suppliers, in Spain and Portugal. Contracts are exactly the same for both countries, but in Portugal W has a high market share comparing to a very low one in Spain (about 2,5%). Therefore, suppliers in Spain are not willing to sign a contract that is not clear for them, and since W doesn't represent a big source of income they prefer to not commercialize their products in order to avoid future administrative and misunderstanding problems. There is a question we should think about here: With this type of complex contracts, the saturation of suppliers, and with the growth of online shopping, shouldn't W be aware

of a transition from suppliers to online selling platforms in the future? (see Appendix 11)

Suppliers ‘Complaint process to debit notes

A big problem W’s after-sales department constantly has with its suppliers is transparency in respect to different business conditions, at all levels.

In order to focus in a big supplier’s problem, I decided to design the “complaints process”.

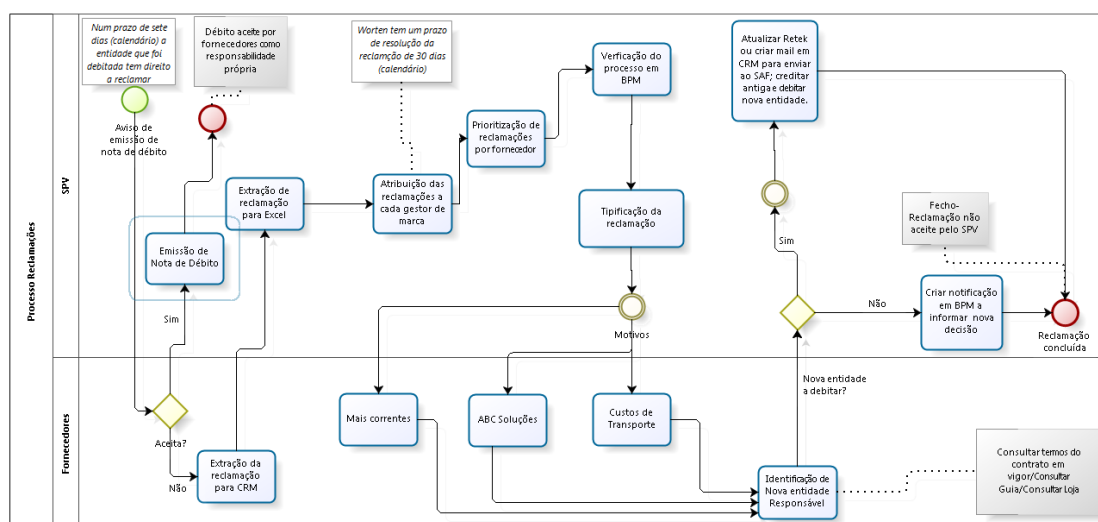


Table 1 – Complaint’s process to debit notes (see Appendix 1)

We have the “normal” processes that are the steps an article follows when it has to be repaired; after that there is a complaint time of seven days for suppliers that don’t agree with any debit note issued by W.

The process I mapped shows the internal tasks needed to evaluate the debit note complaint from the time the first warning notification is sent until the new decision is made: keeping the debit note or attributing a new responsible. This process is used to reconsider some errors that could be made by the repair unit while attributing debit

notes to its suppliers. In fact, during repair processes collaborators have a normal tendency to consider the supplier as the responsible for any problem happening with the product after the sale, but many times it is not his fault, and this could explain why the rate of complaints to these debit notes is so high.

The first phase of the process is the emission of debit note notification, in which suppliers have a period of seven days maximum, to either accept the debit or reject it. Once it was accepted, the responsibility is attributed to suppliers and therefore the after-sales department proceed to its emission. In the case the debit note is not accepted by the supplier, the complaint is extracted firstly to the CRM⁷ and then to an actualized excel document with all information about the process, and the reason of the complaint (Appendix 12). From the sixth October 2014, the complaints 'process is no longer belonging to only one collaborator, but instead, the complaints are now attributed to each "brand manager" so they answer individually to each supplier they are related to. In this step of the process, there is one responsible assigning the complaints according to its representative, and then they prioritize them through an individual and non-standardized criterion. After this is done, another separation is done according to the category of the complaint. There are three main complaint categories: a) "ABC Solutions" related with the costs associated with technicians' before going to repair, b) Transportation costs, and finally the biggest type of complaint: c) article problem, that can either be a devolution, double debit, error...

The first non-sense in this process is the lead time⁸ suppliers have to complain about those debit notes. Seven calendar days is a very restricted time considering big companies with huge structures, that have many different suppliers and therefore it gets a difficult task to analyse many Debit notes in a so short period of time. Also,

⁷ CRM is a data base used to gather and organize information coming from suppliers.

⁸ "The amount of time that elapses between when a process starts and when it is completed" (*source: Investopedia site*)

giving the same time to all suppliers to complain is unfair if we think of the different quantities and type of products that each brand commercializes in W. We can think about a supplier selling one thousand products per month and another one that sells one hundred, they shouldn't have same conditions. Now, if we look to W side they have 30 calendar days to solve the debit note complaint, and this may obviously cause indignation from suppliers that are struggling to respect W's deadline. Also, I was told that after those thirty days nothing happens to W, and actually there is a high percentage of processes that take much more than thirty days to be solved (see Appendix 2). In fact, the numbers show that the biggest majority of debit complaints are solved after the thirty days period, and this is harming the relationships with smaller suppliers whom don't have the capacity to support high costs from these debit notes. Also, for bigger suppliers, not so much because of the costs, but instead they have a problem to internally justify these costs, that are not coming from any legitimate reason.

Table 2- Debit notes 'complaints solved in October 2014

SUPPLIER RESPONSABILITY	QUANTITY (in % of total)
TOTAL SOLVED	100%
<u>SOLVED IN MORE THAN 30 DAYS</u>	42%
New Responsibility	68,4%
Maintain Responsibility	24%
Other	7,6%
<u>SOLVED IN LESS THAN 30 DAYS</u>	58%
New Responsibility	54,4%

Maintain Responsibility	51%
Other	4,6%

Even though we can't use specific numbers, we can see from this table, that during the month of October, almost half of the complaints are solved after the thirty days agreed. If we consider that 68,4% from the 42% of complaints taking more than thirty days to be concluded, are solved in suppliers' favour, we can deduce that there is high rate of money back to suppliers from debit notes, that can take a lot of time to be concluded. Knowing that the average time for solving the complaint is 59,1 days (for 2013 and 2014, see Appendix 2) and in order to create a transparent and collaborative relationship between suppliers and W, this due time either should be changed or processes should be more efficient.

Interview analysis:

After having explained the major problems with suppliers, the need of developing an interview was vital to prove the assumptions stated but also to have insights about collaborators 'point of view. Despite the fact that I worked inside the organization, there were many scenarios that I couldn't observe and understand by myself. The interview (see Appendix 3) was made to each "brand manager", who are the ones working with suppliers on a daily basis. These seven interviewees have the knowledge to identify specific issues that can't many times be recognized by their bosses. The interview was mainly quantitative, but also some open questions were made in order to really understand specific problems that limited quantitative analysis couldn't answer. The specified results, as well as the quantitative analysis of it can be seen in appendix 4.

The first insight given by the answers is the fact that these “brand managers” don’t have the same workload in terms of repair processes, since some affirm to open between seventy-five to one hundred repair processes per day, others give a relatively lower number. In fact in appendix 4 we can observe a huge standard deviation of about 27 showing a huge gap in different answers given by the collaborators. Verifying this result, we can ask ourselves whether the brands are efficiently allocated to each of the persons.

Regarding the entity who assumes the payment of the majority of repair process due to a failure, the answers were uniform. From a general idea, the collaborators consider W as the main responsible for errors, meaning that the company assumes the most debit notes comparing to suppliers or logistics operator⁹. This is an interesting result showing that even though the company is most of times the responsible (or seen as it was) for failures, debit notes are many times sent to the supplier for no apparent reason, and the latter is designated as responsible: this can be one cause for having so many complaints from suppliers.

When asked about information available to solve processes, all three factors, easy access to contracts, supplier’s communication and quick access to processes, were considered of great importance for solving debit notes’ situations. Despite this great importance, one of the major problems identified was the non-existence of contracts for some suppliers, but also the excess of bureaucracy needed to solve processes, that in average take 25 minutes to be accomplished. More serious than that, is the fact that almost half of the respondents don’t know the estimated time they have to solve debit notes’ complaints, and say that when the resolution of a complaint is not accomplished on time, there are no penalties, though the suppliers have to wait

⁹ Logistic operator is a company outsourced by SPV to transport all articles from the store to the authorized repair center and back to the store. Also, for “Domicílios” this operator is in charge of taking the article from the customer’s house and back.

longer. When asked why this type of non-compliance happens (during the thirty days timeframe), the answer was lack of time for so many complaints, which could be related to the inefficiency talked above, but also to lack of training for some unknown situations. Also, to test the performance and individual formation of each collaborator, It was asked to describe, in a few steps how they analyse debit notes 'processes. Independently of some gaps that may exist, there were two main considerations: 1-there was a lot of bureaucracy, that even collaborators had difficulty to explain, and 2- in all answers a contract's consultation was present as a way to solve doubts.

In the qualitative research the goal was to understand if there was uniformity in the problems described, but also to listen to some opinions of improvement, and the result was positive. "Qualitative research dove into aspects of human life that could not adequately be covered by quantitative research; aspects such as culture, expression, beliefs, morality and imagination" (*Five ways of doing qualitative analysis: Phenomenological Psychology, Grounded Theory, Discourse Analysis, Narrative Research, and Intuitive Inquiry*, Wertz, Charmaz, McMullen, 2011). In general, problems identified were: a) contract inexistence leading to a bad evaluation of the process, b) many informatics problems linked with the system itself, and c) lack of personnel. Yet, lack of human resources seemed to be the greatest concern of all participants. This issue is relevant due to the fact that processes get lost in time, but primarily due to the lack of time collaborators have to keep up with supplier's needs, and consequently a lack of collaboration.

Recommendations

Key suppliers identification

One of the major issues identified in transactional problems due to contracts management is the fact that suppliers are not segmented. If there are no categories to differentiate suppliers, after-sales collaborators will create their own priorities to analyse suppliers' processes (either repair or complaints) and therefore, in a general way, the entire department will not understand where the focus should be. In this sense, there is a lack of collaboration since each worker will perform tasks in isolation to others, instead of aligning strategies, developing strong collaborative plans and cooperating in order to recognise process failures and develop better practices.

Key suppliers are “those suppliers a company cannot work without, or the ones that will have the greatest impact on its business if they do suffer significant disruption or failure” (Volatier et al, 2009). In this case, if suppliers see that their processes are not being solved according to the contracts, debit notes are sent to them for no logic reason, and complaints are not solved according to the conditions agreed, this will have a future negative impact in the relationship.

If we consider key suppliers as the ones with more percentage in W sales, these are going to be crucial elements in terms of revenues and profits. As we are studying the after-sales department, we can't only take into consideration the direct financial value suppliers create, but more than that, we have to see the complaints 'rate, the number of repair processes, especially the ones in which W collaborators have needed more time to solve in the past, but also the value that these complaints represent. Crossing these three characteristics, in a pivot table for example, should be an easy task that does not have high costs, and is adding a lot of value for the creation of a long-term

database. Hereafter, the proposition would be to create a document in which every week, a list of key suppliers would be ranked in a top ten “threats”, with criterion the three factors mentioned above. In fact, there are about twenty companies that account for eighty percent of the total complaints to debit notes. Therefore, since there are only eight “brand managers”, the choice of considering only the top ten “dangerous” brands was made in order to avoid exaggerated workload. Each week one of the brand managers would be in charge of actualizing this list and summarize everything in a small indicators presentation in which it would be designated which brands should require more efforts from its “managers”.

In a time collaborators started to solve supplier’s complaints by their own, this measure could be relevant to enhance the importance to overcome these operational constraints, which could get a higher level of control if these suggestions are followed. Also, the responsibility of creating this “dashboard” to the colleagues, and having periodic meetings would create positive spill overs, not only between the workers, but also in future meetings with suppliers, where each brand manager would justify much better each supplier’s process independently.

Collaboration

In an after-sales department, all daily operations involve the contact with suppliers for diverse reasons, some good, others worse, but at the end collaboration is essential to deal with all kind of situations. The old idea that supply chain was viewed as an entity concerned with downstream and upstream management is gone, and nowadays better business performance can be achieved through partnering with suppliers, we can talk about “lateral collaboration”. “Collaboration proves to be important since sub-optimization occurs when each organization in the supply chain attempts to optimize

its own results rather than integrating its goals and activities with other organizations to optimize the results of the whole chain” (Cooper et al. 1997).

An important internal project to be developed should be the creation of a performance scorecard in order to measure the evolution of the collaboration with suppliers. In fact, by definition, a BSC is a set of measures that include financial performance, customer relations (in this study suppliers are going to be our customers), internal business processes but also unit learning and growth. “Balance scorecard is a large set of measures designed to capture the firm’s desired business strategy and to include drivers of performance in all areas important to the firm” (*Kaplan and Norton, 1992*)

With part of the information already available from the “dashboard” mentioned before, the scorecard would measure the accomplishments of collaborators in terms of performance and understand if the strategies are working. More specifically it will measure the evolution of complaints by suppliers but also the number of processes that are solved after the stipulated due time of thirty days. With this periodic task, operational coordinators will allow their superiors to have access to in-time information about the daily operational status of processes. Also, it is important that every member directly working with suppliers can see whether goals are being reached or not, and who is performing better scores. A monthly survey should also be created for suppliers, so after-sales can evaluate and control outputs and feedback given by different suppliers, in order to compare and use it also as a KPI of the scorecard.

Ernst & Young (2009) points out that “supplier stability gives business a competitive advantage through different perspectives; key supplier’s ability to meet commitments, proactive risk management and informed decision making, reduced costs through directing limited resources to the right suppliers, enhancing suppliers selection,

sustainability of supply and improved collaborative working relationships with suppliers”. In terms of respecting contracts and making decisions about specific cases, collaborative working relationships with suppliers is, as already mentioned, crucial for the after-sales. Good collaborative relationships will, in majority, only have positive effects at the time when entities will not agree to take responsibility of a specific (or not) situation, because consensus will be possible, and it is going to be the solution. In line with Sonae’s values¹⁰, this collaboration is also important to defend final customers’ interests, such as product and service quality, not only from W but also from the brand of the article itself.

During last years some partnerships have been developed by this repair unit in terms of improving negotiations and contractual conditions, but there is still huge space for improvement in terms of working as real partners. Lateral collaboration is developed through “sitting” next to the suppliers and discuss with them processes and lead times as active listeners, and trying to understand their point of view. From diverse meetings with brands (A, P, I, B...), I was able to conclude that external after-sales managers claimed for help in daily tasks since many times their subordinates were not able to understand how processes were carried out by W. Therefore, companies, if processes were not understood by the workers, would in every case of this kind send a complaint note to W in order to contest the emission of a debit note.

In this sense, the approach to suppliers should seriously change from a transactional point of view to a more collaborative one. “We are not expecting overnight revolutions and saying to suppliers, “perform or else”. It’s a matter of working with them to set targets and help them to get there. (...) But, with that said, we want to achieve a fairly stable supplier base and work with suppliers in partnerships” (*Steve*

¹⁰ Sonae values: “To create economic and social value in the long run, taking the benefits of progress and innovation to an ever increasing number of people” (*Statement from the CEO, Paulo Azevedo*)

Willet, at the time director of supply chain at B&Q). In fact, to reach long-term benefits, soft-skill development is required, meaning that commitment is essential in terms of trust, resources and time. Since W is a huge retailer with a big range of suppliers, and the market is getting more and more competitive, suppliers many times fear to give away information that could be shared with competition. This big barrier to collaboration has to be overtaken by creating strategic alliances with suppliers, especially with the key ones, and make them feel exclusive. These alliances would be non-contractual agreements established between both parties in order to develop a specific issue that is of interest for both. To exemplify we could say that for the development of internal projects, there is always the need of partners, and by being pioneer, the brand will always gain visibility. Choosing the right partners for the right projects should be an important decision for W, since it will enhance the relationship with those suppliers, resulting in relational embeddedness¹¹.

In fact, trust is built between people, and it starts in the basis of the hierarchical scale of the company. People contacting in a daily basis with suppliers are the most important ones to deliver supplier development initiatives¹², and being there physically is not enough but rather than that, they have to be psychologically present. “More and more customers recognize that strong involvement in their supplier’s activities gives them a competitive advantage. Supplier development initiatives are usually needed when managing key supplier relationships” (*Wagner and Johnson, 2004*). Supplier development studies from the last decades have proved that, from the customer point of view (in this case W), SD activities are generally associated with improved supplier and buyer performance. The idea here would be to transfer

¹¹ “Range of integration activities reflecting close working practices between buyers and suppliers” (*Lawson, Tyler and Cousins, 2008*)

¹² “SD is defined as a long-term cooperative effort by a company to upgrade its suppliers ‘technical capabilities, quality delivery, and costs in view of improvement’” (*Hahn, Watts, & Kim, 1990*)

knowledge about the processes for both suppliers and W's workers, by creating training partnerships with preferred suppliers. Sharing goals, learnings, efforts but also information will create a more flexible relationship, important for integrating the processes correctly. If this transfer can be accomplished, then, during meetings, the presence of each worker will be important for bosses to understand daily problems in the system, or related with external causes. As it says in table 2, there are still many complaints that are sent to W with error (~7%). These errors, that are normally human failures, could also be avoided with this suggestion of knowledge and training transfer, reducing it, and therefore saving a lot of time to collaborators.

Improvement plan

These recommendations were given in order to improve the way after-sales collaborators treat their suppliers, but before this to happen, the unit should concentrate in solving every historical processes, understand what kind of errors happened in the past and update information about contracts.

The first step would be to train and allocate a team of two members with the main goal of discussing old processes that were not solved in time (either repair or complaints), detect most common human errors and find ways to overcome them. It is important to "clean" these processes not only to satisfy suppliers but also in order to reduce worker's workload, and start measuring their performances of what they do in the present. At this stage, all contracts with suppliers should be actualized in terms of agreements and signed by both entities. Together with the commercial department, a designated person for the contracts' updating and maintenance would ensure that all suppliers have a signed contract with the after-sales, and the original one would be sent to the commercial department. This relation with the commercial department seems to be important in terms of information flow but also "intra-company"

collaboration. The high importance a contract has, as already described before, is the main reason for this document to be physically centralized and in the same place of commercial contracts.

The second step would be the creation of a new contract draft, “user-friendly” to the supplier so they can easily understand the agreements. At the same time the contracts are signed, the information would be actualized in a matrix, in which every agreed number will be placed so every worker can consult at the time they are solving a process (see example in Appendix 5). Since it is a department with a big quantity of suppliers, and many times priorities are difficult to set, it is also important that a table is created, where partnerships are explained and divided by importance so everyone can see the “big picture” of the existing relationships.

Limitations of the project

In a directed internship there are always many bureaucracy constraints avoiding the researcher to access to all data needed to develop its study. In fact, for confidential reasons, but also because of some lack of flexibility that normally exists in bigger companies, internal information was hard to find. Also, to arrive to the point where every process of the repair unit was understood was a very difficult task that harmed the simpler explanation of the present situation. Nevertheless, with all constraints that may have existed during the work, the research is only based in the real life experience lived by me during the internship.

Conclusion

Recently the repair unit has been trying to improve the relationship with its suppliers by taking more time to help them and schedule meetings more frequently, but probably not always in the more efficient way. Suppliers have many difficulties to impose deadlines, and therefore solutions agreed in meetings are difficult to put in practice. Other findings showed that the existent contact with suppliers is not made as real partners but instead, suppliers are many times viewed as W workers. This existing idea happens due to the strong power of W and Sonae in Portugal, and it has been smashing powerless brands that cannot survive to huge amounts of extra costs, many times coming from errors and non-compliances.

The main suggestions are in order to create a higher control in daily processes, developing relationship strategies that are going to minimize problems. In order to facilitate the major issues in which the company has to focus in the short and long term, the identification of key suppliers is a crucial task that should be implemented as soon as possible. Another important measure to follow should be not only different strategic alliances with companies but also with the commercial department, which is going to be very important in terms of internal information flow.

If these tasks and implementation plan are correctively executed, there will be not only a huge reduction in terms of workload, by “cleaning” what happened in the past, with processes, but also the team will be much more coordinated with each direct supplier.

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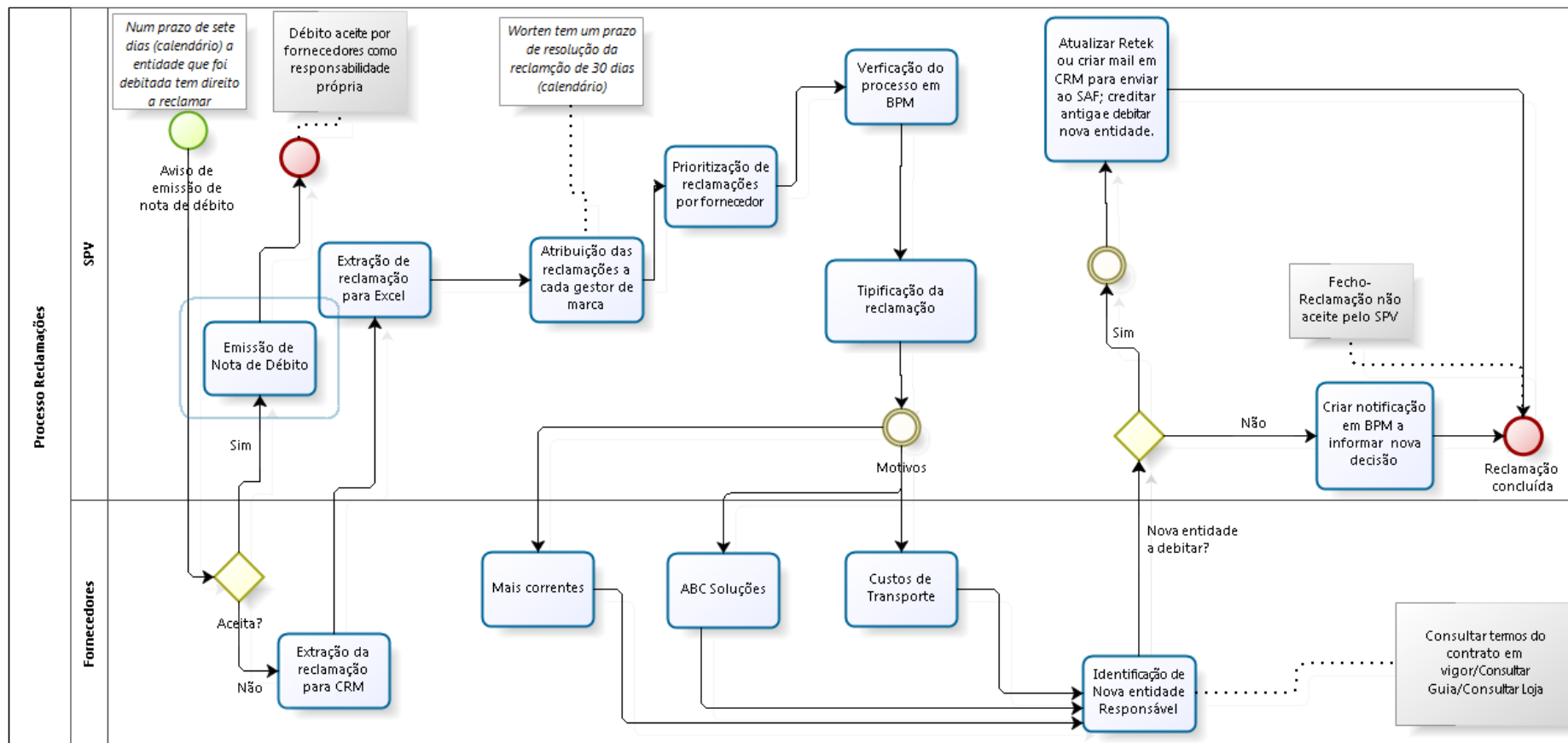
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Appendix I



Appendix 1 – Complaint's process to debit notes

Mês Ano	Qtd Resolvidas	Prazo Medio	Resolvidas dentro Compromisso %	Qtd Resolvidas Compromisso < 30
jan-13	925	62,8	28,0%	259
fev-13	2.175	46,6	39,9%	868
mar-13	1407	53,9	50,9%	716
abr-13	615	44,8	24,4%	150
mai-13	2203	72,3	13,2%	291
jun-13	340	40,0	55,9%	190
jul-13	625	53,5	38,4%	240
ago-13	413	93,7	7,5%	31
set-13	587	106,7	13,1%	77
out-13	877	74,1	35,1%	308
nov-13	1089	69,7	25,6%	279
dez-13	1626	92,8	31,8%	517
Total 2013	12882	67,0	30,5%	3926
jan-14	1245	89,3	43,6%	543
fev-14	1573	83,2	30,6%	482
mar-14	1560	57,2	59,8%	933
abr-14	1477	23,6	92,6%	1367
mai-14	1692	34,1	82,2%	1390
jun-14	1251	27,5	88,9%	1112
jul-14	1792	44,1	75,2%	1348
ago-14	429	53,0	70,9%	304
set-14	535	21,0	82,1%	439
out-14	1521	65,7	58,3%	886
Total 2014	13075	51,3	67,3%	8804
Total	25.957	59,1	49,0%	12730

Appendix 2 - Number of complaints solved before the due date (30 days)

Questionário para avaliar os processos com fornecedores, e falhas que possam acontecer.

Venho por este meio pedir a tua ajuda para a realização da minha tese de mestrado. O meu objetivo é tentar minimizar todos os problemas que os fornecedores têm com processos que na ótica externa estão enganados, mal resolvidos ou simplesmente inacabados. De maneira também a ajudar-vos na concretização do vosso trabalho, peço-vos que contribuam de maneira a responderem explicitamente às perguntas colocadas, com base em situações do vosso dia-a-dia, sem problema em identificar situações complicadas que tenham aquando a concretização de algum processo. Não existem respostas certas ou erradas, este questionário serve apenas para conseguir perceber o que está mal, e ter provas para posteriormente explicar aquilo que se deveria fazer para minimizar custos a nível do relacionamento com fornecedores. (Nas respostas de escolha múltipla pôr uma cruz a frente da resposta mais certa, e se puderes escreve a resposta a vermelho)

1-Nome e principais marcas que te estão atribuídas.

2-Número de processos de reparações que são abertos por ti em BPM por dia (estimativa média)

3-Percentagem de processos em que tens dúvidas para resolvê-los?

4-Que tipos de dúvidas são?

5- Da tua experiência quantas notas de débito são emitidas para outras entidades e quantas são assumidas por responsabilidade W? (Por uma cruz ao lado da resposta mais adequada)

Agora que passaste a tratar mais individualmente a reclamação de débitos de fornecedores, gostaria que respondesses a umas perguntas de maneira a perceber o que está a correr bem ou pior:

1-Qual o processo que utilizas sempre que dá entrada uma nova reclamação de fornecedores, quais os vários passos para verificar se a decisão de avançar com a Nota de débito a fornecedores tem de ser mantida ou alterada? (e.g: verificação de contratos...) Qual o tempo médio para resolução de uma reclamação de fornecedor? (Descreve os vários passos por ordem)

2-Como consideras a importância dos seguintes factores para a resolução de reclamações:

3-Qual o prazo máximo para a resolução de reclamações de fornecedores?

4-No teu ponto de vista, qual a razão pela qual grande parte das reclamações não são resolvidas antes do prazo estipulado?

5- O que acontece se a reclamação do fornecedor não for resolvida no prazo estipulado? (Nesta pergunta podem haver várias respostas possíveis)

6-Como achas que esta situação de incumprimento de prazo da nossa parte para com os fornecedores poderia ser resolvida?

7- Podes indicar outros problemas que têm havido com fornecedores que julgue importante serem resolvidos?

Muito obrigado pela colaboração!

Appendix 3 - Interview made to the collaborator in charge of supplier's processes

	Luisa	Andre	Maria	Pedro	Vera	Ana	Jose	Mean	Standard Dv
Numero de processos abertos (por dia)								58,93	26,72612419
0-25			12,50						
25-50							37,50		
50-75				62,50	62,50	62,50			
75-100	87,50	87,50						Mean	Standard Dv
Percentagem em que existe dúvida								12,50	0
0%-25%	12,50	12,50	12,50	12,50	12,50	12,50	12,50		
25%-50%									
50%-75%									
75%-100%									
Tipo de dúvida								Most common answer	
Problemas de sistema		X	X		X	X		Lack of information	
Falta de informação		X		X		X	X		
Incumprimentos de prazo					X	X			
Outros?	Procedimentos?	Ausência de contrato			Info incoerente pelo call center				
Emissão notas de débito								Mean	Standard Dv
Resp Fornecedor								42,50	19,36491673
0%-25%		12,50							
25%-50%			37,50	37,50	37,50		37,50		
50%-75%	67,50					67,50			
75%-100%									
Resp Operador Logístico								16,07	9,449111825
0%-25%	12,50	12,50	12,50	12,50		12,50	12,50		
25%-50%					37,50				
50%-75%									
75%-100%									

Resp ABC								51,07 22,11980367
0%-25%	12,50							
25%-50%				37,50			37,50	
50%-75%		67,50	67,50		67,50	67,50		
75%-100%								
Importância de factores (1-5)								Most common answer
Fácil acesso a contratos	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00
Comunicação com Fornecedores	4,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00
Rapido acesso aos processos	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00
Outro tipo de info relevante	5,00				5,00		4,00	5,00
Qual?	Mais Info disponível.				Menos burocracia, melhoria da plataforma informática			
Prazo resolução de reclamação (Sabe?)	Sabe	Sabe	Não Sabe	Não Sabe	Sabe	Sabe	Não sabe	3 out of 7 collaborators does not know the due date
Razão pela qual rec não é resolvida a tempo								
Falta de tempo	X	X	X	X	X	X	X	Lack of time
Falta de info		X				X		
Há fornecedores mais importantes								
Esquecimento								

Outro?	Falta de formação, Volume de reclamações grande.							
O que acontece nesse caso?								
W assume responsabilidade								
O fornecedor tem de esperar mais	X	X	X	X	X	X		What happens when due date is not respected: Supplier has to wait longer
Nada acontece								
O fornecedor liga chateado					X			
Outro?							Contacta o fornecedor para estipular nova data	
Como achas que a situação deveria ser resolvida?	Mais Recursos	Mais recursos, mais formação			Estipular condições pós-venda	Limpeza ao histórico	Fornecedores não aceitam alguns acordos.	Recommendations to solve the situation: More human resources

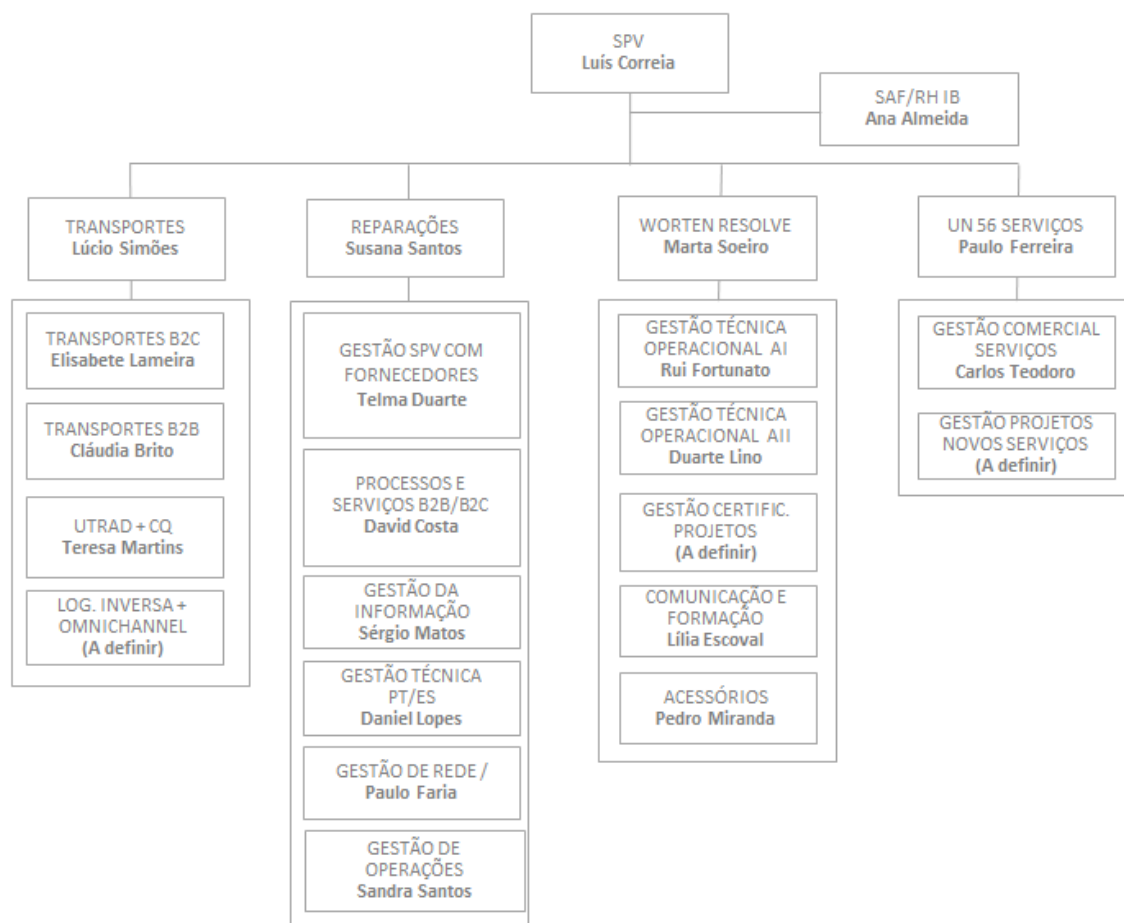
Outros problemas?			Falta de contratos = Responsabilidade W	Falta de contratos	Problemas info constantes	Material que se encontra no armazém, para entrega aos fornecedores	Contratos não acordados	Other problems: Lack of contracts
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Appendix 4 – Conclusions and quantitative analysis of the questionnaire

Gama	Tipo processo	Prazo (em dias de calendário)			Financiamento Despiste (Euros)		Custo Transporte
		Reparaç ão	Reincidên cia	Emissão Orçamen to	Sem avaria	Reparado em Garantia	Custo Transporte
Custo médio	Oficina	5--20	5--8	5--20			
	DOA	5--20	NA	NA			
	Troca direta	NA	NA	NA			
	Domicílio LB	5--7	5--7	5--7			
	Domicílio LC	5--20	5--8	5--20			
Exemplos mais comuns							
Grandes Domésticos e TVs >26'	Domicílio LB	5--7	5--7	5--7			
	Domicílio LC	5--20	5--8	5--20			
	SAT24	1--1	NA	NA			
Pequenos domésticos	Oficina	5--20	5--8	5--20			
	Troca direta	NA	NA	NA			
	DOA	5--20	NA	NA			
Aspiradores/Máq.Café/Micro-ondas	Oficina	5--20	5--8	5--20			
	Troca direta	NA	NA	NA			
	DOA	5--20	NA	NA			
Consolas	Oficina	5--20	5--8	5--20			
	DOA	5--20	NA	NA			
Imagem < 26'	Oficina	5--20	5--8	5--20			
	DOA	5--20	NA	NA			
Audio	Oficina	5--20	5--8	5--20			
	Troca direta	NA	NA	NA			
	DOA	5--20	NA	NA			
Projetores	Oficina	5--20	5--8	5--20			
	Troca direta	NA	NA	NA			
	DOA	5--20	NA	NA			
DVD	Oficina	5--20	5--8	5--20			
	Troca direta	NA	NA	NA			
	DOA	5--20	NA	NA			
Car multimédia	Oficina	5--20	5--8	5--20			
	Troca direta	NA	NA	NA			
	DOA	5--20	NA	NA			

Appendix 5 - Example of the contract's matrix.

Appendixes II



Appendix 6 – Organigram of the after-sales department.

Tipo de processo pós venda

Troca Direta: Fluxo [Artigo debitado >> Loja >> Armazém logística inversa >> Fornecedor]

Artigos cuja reparação representa um custo superior ao preço de custo do mesmo. Os equipamentos são entregues pelo Cliente nas lojas das insígnias da Sonae para os quais o fornecedor autoriza a troca imediata do artigo ao Cliente, durante o período de garantia. A Loja faz a devolução centralizada destes artigos para serem recolhidos pelo fornecedor no entreposto de logística inversa da Sonae. A devolução é realizado pelo PCL do artigo. A devolução/recolha física do artigo deve ter uma periodicidade mensal por parte do fornecedor.

DOA (Dead on arrival): Fluxo [Artigo avariado>> Loja >> Op. Logístico >> Fornecedor >> artigo debitado]

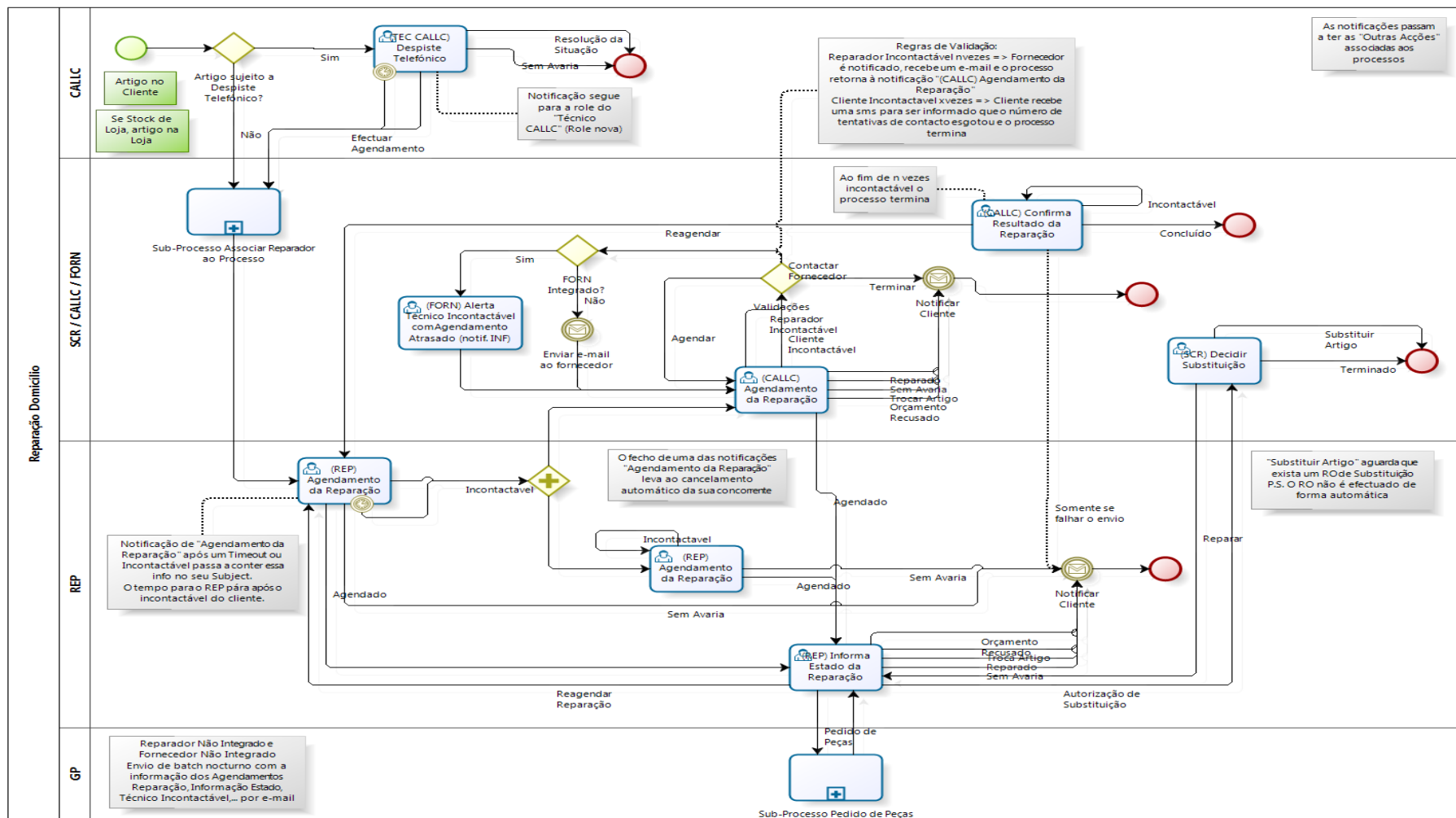
Os processos de DOA (Dead on arrival) são trocas diretas realizadas ao Cliente em artigos que apresentem uma não conformidade verificada nos primeiros 30 dias após a data de compra ou artigos cuja não conformidade é verificada na Loja antes da compra. A troca imediata do equipamento ao Cliente é realizada mediante as condições definidas por cada fornecedor. A devolução é realizada pelo PCL do artigo.

Reparação Oficina : Fluxo [Artigo avariado>> Loja >> Op. Logístico >> Reparador >> Op. Logístico >> Loja>> artigo reparado]

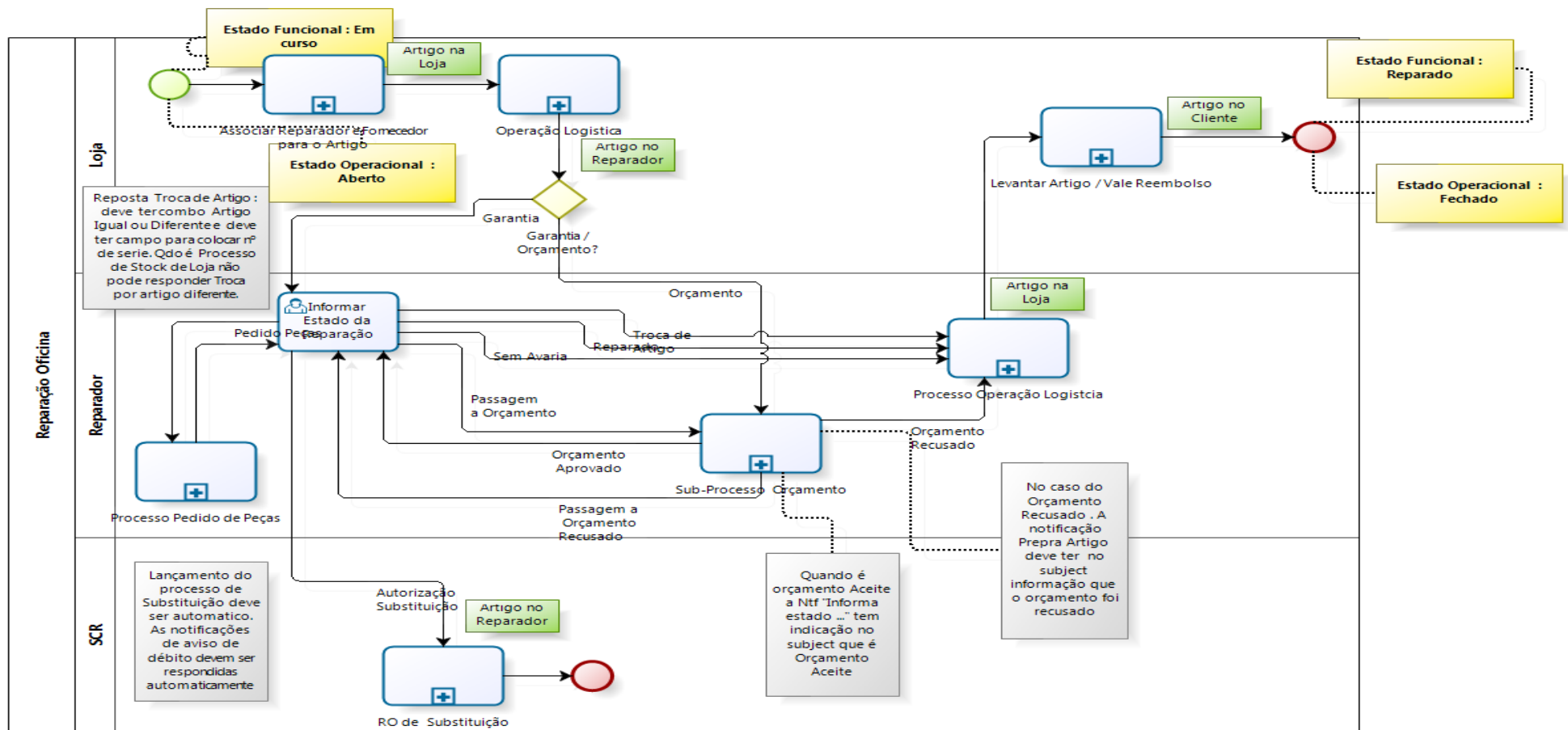
Os artigos entregues pelo Cliente nas lojas das insígnias da Sonae. A Loja regista o processo de reparação e, automaticamente, o sistema identifica a assistência técnica autorizada para envio do artigo para reparar. Após conclusão da reparação o artigo é devolvido para a Loja para ser entregue ao Cliente. Os movimentos logísticos são realizadas por um operador logístico escolhido pela Worten.

Reparação Domicilio: Fluxo [Cliente contata >> Loja |CallCenter>> Reparador >> Casa Cliente >> artigo reparado]

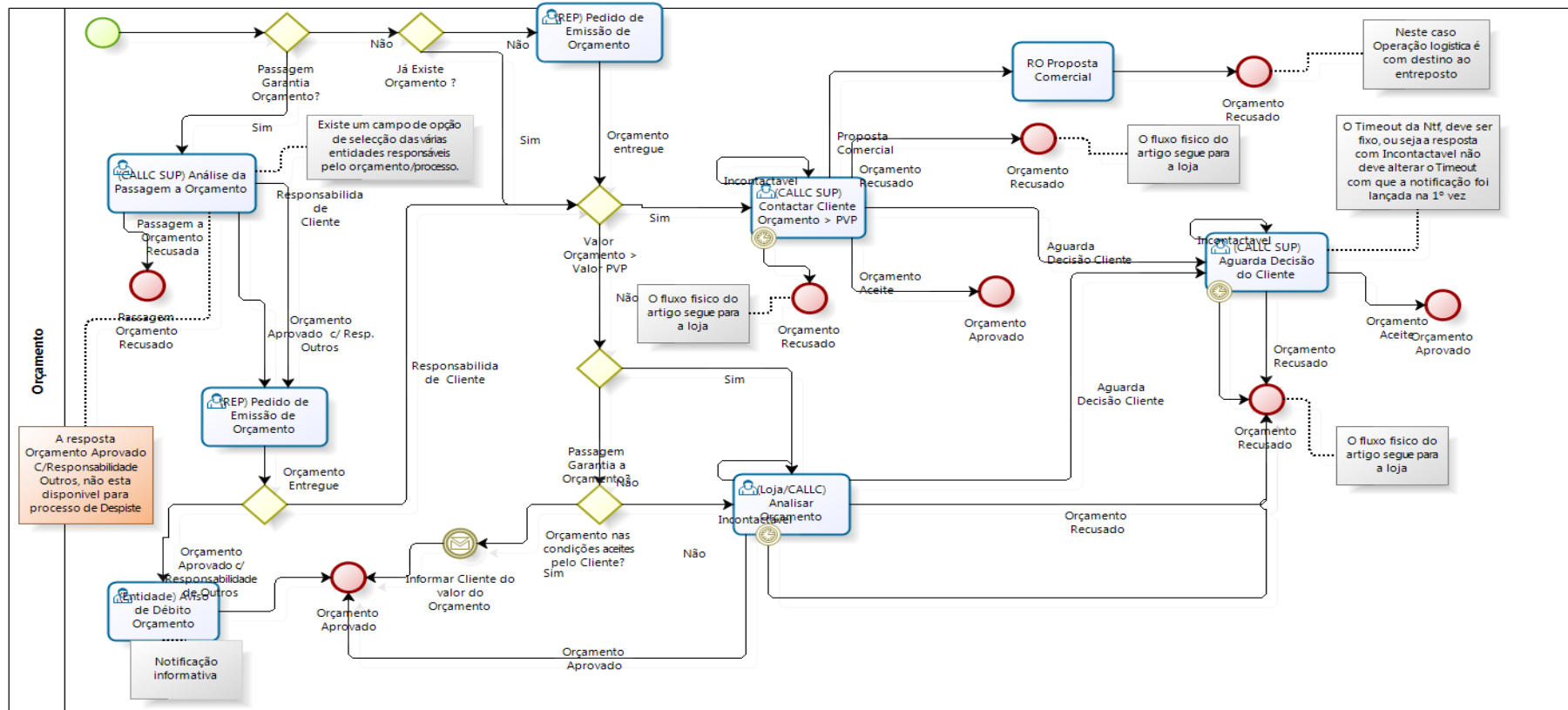
Este processo aplica-se obrigatoriamente a todos os grandes domésticos e televisões de dimensões iguais ou superiores a 26', com data de compra superior a 15 dias. O sistema permite identificar automaticamente os pontos de Assistência Técnica indicados pelo fornecedor.



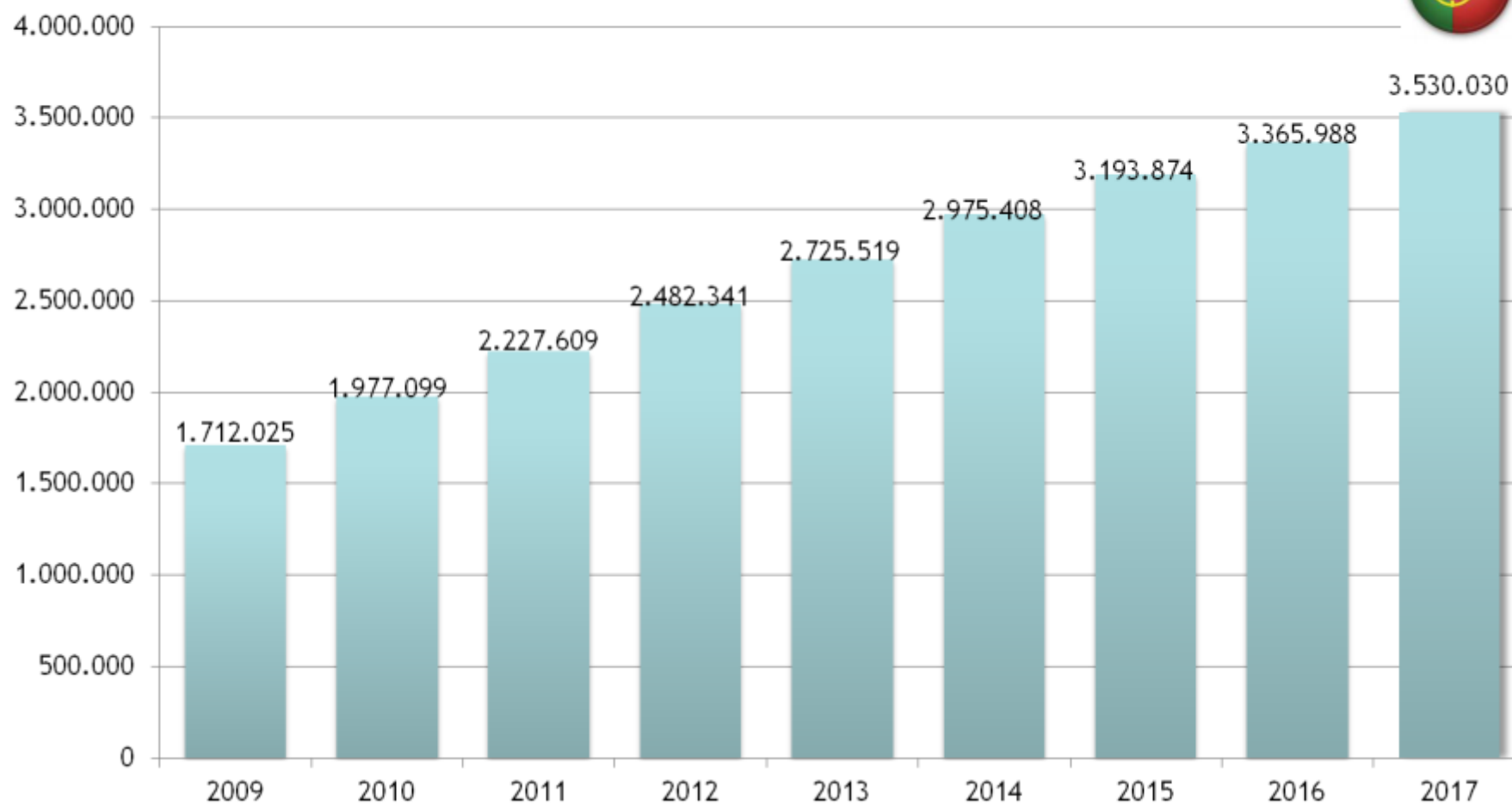
Appendix 8 - "Domicílio" Process



Appendix 9- "Oficina" Process (Warranty articles)



Appendix 10- “Oficina” Process (Non-warranty products)



Appendix 11 – Online consumers' expected evolution in Portugal

Dia	ID (Documento)	Fornecedor (Documento)	Data de Criaç	Assunto (Documento)	Descrição (Documento)	N.º Proce	Motivo Reclam	Data de	Assiste	Prazo Med	Atraso	Proc correto	Valor	País
13-11-2014	1 CAS-297688-0GHN2T	SONY EUROPE LIMITED, SUCURSAL EMI	01-11-2013	Pedido de retirada do débito rel Exmos. Senhoras e Senhores, Comunicamos-lhes c	1171074764	Devolução de artigo	01-11-2013	Carina Anc	377	347			1171074764	
13-11-2014	1 CAS-297762-5W05YL	SONY EUROPE LIMITED, SUCURSAL EMI	01-11-2013	Pedido de retirada do débito rel Exmos. Senhoras e Senhores, Comunicamos-lhes c	0533158897	Devolução de artigo	01-11-2013	Carina Anc	377	347			533158897	
13-11-2014	1 CAS-298189-R7S29Q	SONY EUROPE LIMITED, SUCURSAL EMI	04-11-2013	Pedido de retirada do débito rel Exmos. Senhoras e Senhores, Comunicamos-lhes c	1334065972	Devolução de artigo	05-11-2013	Carina Anc	373	343			1334065972	
13-11-2014	1 CAS-298341-QTK13J	SONY EUROPE LIMITED, SUCURSAL EMI	06-11-2013	Pedido de retirada do débito rel Exmos. Senhoras e Senhores, Comunicamos-lhes c	1036084023	Devolução de artigo	07-11-2013	Carina Anc	371	341			1036084023	
13-11-2014	1 CAS-299268-P97N84	SONY EUROPE LIMITED, SUCURSAL EMI	07-11-2013	Pedido de retirada do débito rel Exmos. Senhoras e Senhores, Comunicamos-lhes c	0986065261	Devolução de artigo	08-11-2013	Carina Anc	371	341			986065261	
13-11-2014	1 CAS-299277-CNH6G6	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	07-11-2013	Aviso Débito 73588, referente a Débito indevido. Não assumiremos qualquer custo p	0536118112	Devolução de artigo	08-11-2013	Andreia Sar	371	341			536118112	
13-11-2014	1 CAS-299372-47Y33R	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	07-11-2013	Aviso Débito 73473, referente a Débito indevido. Equipamento encaminhado para o	1091057384	Devolução de artigo	08-11-2013	Andreia Sar	370	340			1091057384	
13-11-2014	1 CAS-299385-6B9F58	SONY EUROPE LIMITED, SUCURSAL EMI	07-11-2013	Pedido de retirada do débito rel Exmos. Senhoras e Senhores, Comunicamos-lhes c	0534158038	Devolução de artigo	08-11-2013	Carina Anc	370	340			534158038	
13-11-2014	1 CAS-299480-RSNC7K	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	07-11-2013	Aviso Débito 71046, referente a Débito indevido. Debitaram-nos este custo, aleganc	0833084910	Devolução de artigo	08-11-2013	Andreia Sar	370	340			833084910	
13-11-2014	1 CAS-299703-K4L2CM	SONY EUROPE LIMITED, SUCURSAL EMI	08-11-2013	Pedido de retirada do débito rel Exmos. Senhoras e Senhores, Comunicamos-lhes c	0530147011	Devolução de artigo	11-11-2013	Carina Anc	369	339			530147011	
13-11-2014	1 CAS-299709-7HQP2V	SONY EUROPE LIMITED, SUCURSAL EMI	08-11-2013	P Vaio Vgn-Cs31s/W-14.1-T651 Exmos Senhoras e senhores, Comunicamos-lhes q	CR- 37804865-	Devolução de artigo	11-11-2013	Carina Anc	369,4805556	339,4806			563070319	
13-11-2014	1 CAS-299718-DM8HKD	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	08-11-2013	Aviso Débito 67980, referente a Débito indevido. Não estamos a entender a justificaç	0535187326	Devolução de artigo	11-11-2013	Andreia Sar	369	339			535187326	
13-11-2014	1 CAS-299726-12M30J	SONY EUROPE LIMITED, SUCURSAL EMI	08-11-2013	Pedido de retirada do débito rel Exmos. Senhoras e Senhores, Comunicamos-lhes c	0989071140	Devolução de artigo	11-11-2013	Carina Anc	369	339			989071140	
13-11-2014	1 CAS-299732-KLC8T2	SONY EUROPE LIMITED, SUCURSAL EMI	08-11-2013	Pedido de retirada do débito rel Exmos. Senhoras e Senhores, Comunicamos-lhes c	1079076479	Devolução de artigo	11-11-2013	Carina Anc	369	339			1079076479	
13-11-2014	1 CAS-299735-7GG5NX	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	08-11-2013	Aviso Débito 67871, referente a Débito indevido. Equipamento deu entrada nas n	0530142815	Devolução de artigo	11-11-2013	Andreia Sar	369	339			530142815	
13-11-2014	1 CAS-299762-NXGPS4	SONY EUROPE LIMITED, SUCURSAL EMI	08-11-2013	P Sony Vpc-El2s1e/W-Amd450 Exmos Senhoras e senhores, Comunicamos-lhes q	CR- 37805263-30216	Devolução de artigo	11-11-2013	Carina Anc	369	339			1334066245	
13-11-2014	1 CAS-299819-KV4LF2	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	08-11-2013	Aviso Débito 65535, referente a Débito indevido. Equipamento nunca deu entrada n	0513200043	Devolução de artigo	11-11-2013	Elsa Silva	369	339			513200043	
13-11-2014	1 CAS-299950-9VDC28	SONY EUROPE LIMITED, SUCURSAL EMI	11-11-2013	Pedido de retirada do débito rel Exmos. Senhoras e Senhores, Comunicamos-lhes c	05261267220	Devolução de artigo	11-11-2013	Carina Anc	367	337			5261267220	
13-11-2014	1 CAS-299961-7LZTCN	SONY EUROPE LIMITED, SUCURSAL EMI	11-11-2013	Sony Svf1421z2ew I5-3337u-6 Exmos Senhoras e senhores, Comunicamos-lhes q	CR- 37916508-	Devolução de artigo	12-11-2013	Carina Anc	367	337				
13-11-2014	1 CAS-300195-02YLQX	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	11-11-2013	Nota Débito 0035604154, referi Agradecemos a devolução do equipamento compl	0578070940	Devolução de artigo	12-11-2013	Elsa Silva	366	336			578070940	
13-11-2014	1 CAS-301137-T88W72	SONY EUROPE LIMITED, SUCURSAL EMI	14-11-2013	Pedido de retirada do débito rel Exmos. Senhoras e Senhores, Comunicamos-lhes c	05381932208	Devolução de artigo	15-11-2013	Carina Anc	363	333			5381932208	
13-11-2014	1 CAS-301269-6CPSXW	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	14-11-2013	Nota Débito 0035604154, referi Débito indevido. Não existe qualquer justificação p	0507070734	Devolução de artigo	15-11-2013	Andreia Sar	363	333			507070734	
13-11-2014	1 CAS-301373-F75Q15	SONY EUROPE LIMITED, SUCURSAL EMI	15-11-2013	Pedido de retirada do débito rel Exmos. Senhoras e Senhores, Comunicamos-lhes c	0880076295	Devolução de artigo	15-11-2013	Carina Anc	363	333			880076295	
13-11-2014	1 CAS-301461-QH89L3	SONY EUROPE LIMITED, SUCURSAL EMI	15-11-2013	Pedido de retirada do débito rel Exmos. Senhoras e Senhores, Comunicamos-lhes c	05261263577	Devolução de artigo	16-11-2013	Carina Anc	362	332			526263577	
13-11-2014	1 CAS-301472-WFMXW3	SONY EUROPE LIMITED, SUCURSAL EMI	15-11-2013	Pedido de retirada do débito rel Exmos. Senhoras e Senhores, Comunicamos-lhes c	05421074319	Devolução de artigo	16-11-2013	Carina Anc	362	332			542074319	
13-11-2014	1 CAS-302028-7B0BX3	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	19-11-2013	Nota Débito 35604154, referen Débito indevido. Não assumiremos qualquer custo p	05241304411	Devolução de artigo	20-11-2013	Andreia Sar	358	328			524304411	
13-11-2014	1 CAS-302265-L52ZFJ	SONY EUROPE LIMITED, SUCURSAL EMI	20-11-2013	Sony Sve1513j1ev I3-3120m-4. Muito bom dia a todos, O debito referente à Nota de	CR- 38066959-15305	Devolução de artigo	20-11-2013	Carina Anc	358	328			1038132806	
13-11-2014	1 CAS-302287-NH12JK	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	20-11-2013	Nota Débito 35603608, referen Débito indevido. Equipamento deu entrada nas n	1171072622	Devolução de artigo	20-11-2013	Andreia Sar	358	328			1171072622	
13-11-2014	1 CAS-302322-0MNI5F	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	20-11-2013	Nota Débito 35603338, referen Débito indevido. Equipamento enviado para as n	0568069889	Devolução de artigo	20-11-2013	Andreia Sar	358	328			568069889	
13-11-2014	1 CAS-302365-HB9B9H	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	20-11-2013	Nota Débito 35603338, referen Débito indevido. Equipamento deu entrada nas n	05241298808	Devolução de artigo	20-11-2013	Andreia Sar	357	327			524298808	
13-11-2014	1 CAS-302531-L89G6F	SONY EUROPE LIMITED, SUCURSAL EMI	21-11-2013	Pedido de retirada do débito rel Exmos. Senhoras e Senhores, Comunicamos-lhes c	0564074813	Devolução de artigo	21-11-2013	Carina Anc	357	327			564074813	
13-11-2014	1 CAS-302578-25V4FH	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	21-11-2013	Aviso Débito 45922, referente a Débito indevido. Tal como informamos aquando o f	0539194167	Devolução de artigo	21-11-2013	Andreia Sar	356	326			539194167	
13-11-2014	1 CAS-302897-CX4TLO	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	22-11-2013	Fatura 0035604662 - custos tr. Relativamente à fatura 0035604662, custos de trar	1002063613	Custos de Transporte	22-11-2013	Andreia Sar	355	325			Custos SPV	
13-11-2014	1 CAS-302971-VFGZ34	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	22-11-2013	Nota Débito 0035604448, refer Débito indevido. Não assumiremos qualquer custo p	1033091730	Devolução de artigo	26-11-2013	Andreia Sar	355	325			1033091730	
13-11-2014	1 CAS-303050-YZKMN5	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	25-11-2013	Nota Débito 0035604448, refer Débito indevido. Equipamento deu entrada pela 1.ª	1037079874	Devolução de artigo	26-11-2013	Andreia Sar	353	323			1037079874	
13-11-2014	1 CAS-303078-HYW98F	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	25-11-2013	Nota Débito 0035604448, refer Débito indevido. Equipamento teve uma entrada em	1079075082	Devolução de artigo	26-11-2013	Andreia Sar	353	323			1079075082	
13-11-2014	1 CAS-303111-QDP8GG	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	25-11-2013	Nota Débito 0035604448, refer Débito indevido. Equipamento deu entrada nas n	0521078623	Devolução de artigo	26-11-2013	Andreia Sar	352	322			521078623	
13-11-2014	1 CAS-303127-82LK9W	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	25-11-2013	Vi fatura 0035604812, custos c Informamos que relativamente à Vi fatura 0035604	1450065286	Custos de Transporte	26-11-2013	Andreia Sar	352	322			Custos SPV	
13-11-2014	1 CAS-303237-9CBT08	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	25-11-2013	Nota Débito 0035604448, refer Débito indevido. Segue histórico das entradas do ar	0538193473	Devolução de artigo	26-11-2013	Andreia Sar	352	322			538194713	
13-11-2014	1 CAS-303244-SBR8P1	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	25-11-2013	Vi fatura 0035604766, outubro Informamos que 263€ relativos a custos de transport	53094303	Custos de Transporte	26-11-2013	Andreia Sar	352	322			Custos SPV	
13-11-2014	1 CAS-303266-P3B53Q	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	25-11-2013	Nota Débito 0035604448, refer Débito indevido. Equipamento deu entrada pela 1.ª	0570100215	Devolução de artigo	26-11-2013	Andreia Sar	352	322			570100215	
13-11-2014	1 CAS-303312-3N7KDF	CPCDI-COMP.PORT.COMP.DIST.PR.INF.	25-11-2013	Nota Débito 0035604448, refer Débito indevido. Equipamento entrou nas n	0852091230	Devolução de artigo	26-11-2013	Andreia Sar	352	322			852091230	
13-11-2014	1 CAS-303751-61D3Y34	SONY EUROPE LIMITED, SUCURSAL EMI	27-11-2013	Pedido de retirada do débito rel Exmos. Senhoras e Senhores, Comunicamos-lhes c	0549183271	Devolução de artigo	28-11-2013	Carina Anc	350	320			549183271	

Appendix 12 - Information for Collaborators about complaint processes.